

Department of Administrative Services Employee Survey Analysis and Results

Administered February-March 2004

Report on Spring, 2004 Employee Survey

Executive Summary

As a way of gauging employee experience working within the Department of Administrative Services, a two-page survey was distributed to employees in February 2004 through the Department's regular employee newsletter. The results of the survey are intended to inform the DAS Executive Leadership Team of the status of employee satisfaction within DAS and provide a point of reference for targeting interventions aimed at improving the workplace and work environment for the Department's staff.

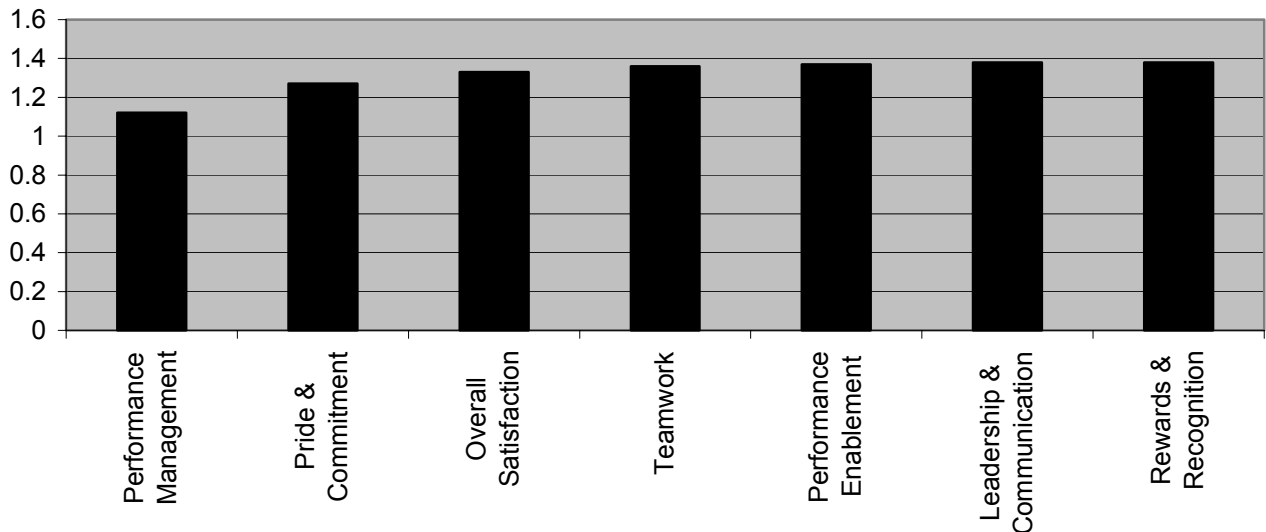
Of 383 possible employee responses, 134 surveys were received, a 35% response rate. These survey responses establish the benchmark against which future workplace efforts can be measured for improvement.

Survey responses were accumulated into an analysis of six constructs, representing various DAS work characteristics, and are reported for the Department and by Enterprise and Division. Each survey item and construct were scored both for their importance and as well as a rating of actual performance. These six constructs represent leadership and communications, pride and commitment, teamwork, performance enablement, performance management, and rewards and recognition. For the Department-level analysis, employees scored these constructs as follows:

Construct	Reflects these Survey Questions	Importance Score*	Performance Score*	Average Deviation**
Leadership and Communication	1,2,3,7	20.79	15.22	1.38
Performance Enablement	4,17,18	15.79	11.77	1.37
Performance Management	5,6,11,14	20.97	16.73	1.12
Pride and Commitment	10,12,15,16	21.35	16.32	1.27
Teamwork	8,9	10.47	7.85	1.36
Rewards and Recognition	13	5.20	3.83	1.38
Overall Satisfaction	16	5.19	3.89	1.33

- * – magnitude of score is affected by the number of items making up the construct, limiting the comparison across constructs.
- ** – this deviation represents the importance score minus the performance score, and this result divided by the number of survey items contributing to each construct.. Scores around zero would be indicative of employees' feeling that the department was performing at a level on this construct equal with its importance.

**Average Deviation Between Importance and Actual Ratings of
Constructs for DAS, 2004****



While the survey results represent a benchmark against which future surveys will attempt to measure improvement, there are some conclusions that can be made based upon the benchmark data, as reported:

- DAS employees appear relatively satisfied with the Department's performance in the area of performance management. Topics included in the survey questions for this construct measure include employee accountability for decisions and actions, supervisory feedback, and managing disagreements.
- Leadership and Communication, Rewards and Recognition, and Performance Enablement appear to be constructs that employees feel opportunities for improvement exist.

Report on Spring, 2004 Employee Survey

Background

In February 2004, a survey was distributed which was intended to gauge employee attitudes toward their work experience within the Department of Administrative Services (DAS). A two-page questionnaire was distributed electronically to all DAS employees. Employees were asked to print the questionnaire in hard copy, complete it, and return it to the General Services Customer Service Desk, who forwarded them onto the DAS Director of Marketing and Communications. While the original deadline was set at February 13, 2004, the deadline date was extended to accommodate the collection of more surveys and the last surveys were return in March 2004. Questionnaires were gathered, data entry completed, analysis conducted. This report captures the results of the analysis.

They survey was comprised of 40 items. It included one question asking the employee to identify themselves as serving within one of 14 work units in DAS. Additionally, there was provided an opportunity to handwrite responses to three questions regarding a staff acknowledgement, complaints the respondents possess, and an opportunity to add any comments on the DAS work environment and their level of satisfaction. The final section of the survey asked respondents to rank on a scale of 1 to 6 their rating of importance and level of satisfaction with each of 18 survey statements. Six on the scale indicated that an item was very important or that the employee was very satisfied and one on the scale indicated that an item was not at all important or that the employee was not at all satisfied.

Results

Of the 383 employees on the table of organization in DAS as of March 25, 2004, 134 responses were received, a 35% response rate. Responses by work unit can be found in Table 1. As indicated, 23% of responses came from the General Services Enterprise Capitol Complex Maintenance work unit, which represents 21% of the DAS work force. Nineteen percent of responses came from staff in the DAS Core, which represents 9% of the DAS workforce. Fifteen percent came from General Services Enterprise Customer Service/Purchasing/Federal Surplus Property, which represents about 7% of the DAS workforce. Eight surveys did not identify a work unit affiliation.

Because of the uneven distribution of survey responses by work unit as compared to their representation in the DAS workforce, data were aggregated into the five work groups representing the four DAS enterprises and the DAS Core. Survey responses are reported at these work unit levels and for the Department as a whole.

Report on Spring, 2004 Employee Survey

Table 1. DAS Work Units, Response Rates, and Workforce Representation

Survey Unit	Survey Frequency	Cumulative Percent	Actual 'ee Percent	Actual Count	Actual Percent
1	29	23.02	23.02	81	21.15
2	8	6.35	29.37	10	2.61
3	3	2.38	31.75	27*	7.05*
5	3	2.38	34.13	14	3.66
6	19	15.08	49.21	26	6.79
7	8	6.35	55.56	33	8.62
8	11	8.73	64.29	63	16.45
9	5	3.97	68.25	20	5.22
10	3	2.38	70.63	13	3.39
11	5	3.97	74.60	17	4.44
12	3	2.38	76.98	21	5.48
13	5	3.97	80.95	24	6.27
14	24	19.05	100.00	34	8.88

Frequency Missing = 8. Actual Count and Actual Percent information extracted from DAS table of organization 3/25/04. 20 actual staff serving in central office operations of the DAS enterprises did not fit cleanly into work units defined in the survey. They were assigned into survey work units using personal judgment.

List 1. DAS Work Unit Definitions

- 1) GSE CCM
- 2) GSE D&C
- 3) GSE Fleet
- 4) GSE Mail
- 5) GSE Printing
- 6) GSE Purchasing/Customer Service/Federal Surplus
- 7) ITE Application Dev/Digital Gov
- 8) ITE Infrastructure Services
- 9) ITE Planning & Admin
- 10) HRE Employee Benefits
- 11) HRE Employment & Training
- 12) HRE Labor Relations
- 13) SAE All staff
- 14) DAS Core-All staff

Table 2. DAS Enterprises, Work Units, Response Rates and Workforce Representation

Enterprise/Division	Work Units	Survey Frequency	Survey Percent	Employee Count	Employee Percent
GSE	1-6	62	46.3%	158	41.3%
ITE	7-9	24	17.9%	119	30.1%
HRE	10-12	11	8.2%	51	13.3%
SAE	13	5	3.7%	24	6.3%
DAS Core	14	24	17.9%	34	8.9%

Survey Frequency Missing = 8

While 18 survey questions were included in the questionnaire (requesting both an importance and performance rating on each), each question can be seen contributing toward the understanding of a construct or particular characteristic of the work place in the Department of Administrative Services. Grouping survey questions into constructs enables the development of conclusions not about more narrow, individual survey questions, but rather on broader workplace characteristics that can be later improved through implementation of targeted initiatives. Drawing conclusions on these constructs or characteristics allows an organization to implement changes in its workplace to impact improvements in these characteristics. Future surveys can illuminate as to whether progress is being made in the areas of these workplace characteristics.

Table 3 identifies the survey questions, each of which asked the respondent to rate the importance of the question as well as indicate a level of satisfaction or performance on the topic. Each question and its level of importance/satisfaction was rated on a scale of 1 to 6, 1 representing “not at all” important/satisfied and 6 representing “very” important/satisfied. The table also identifies the construct each survey question contributes to.

Table 3. Survey Questions and Their Contribution to Workplace Constructs

Statement #	Survey Statement	Construct
1	DAS goals, strategies, and priorities are clearly communicated	Leadership and Communication
2	My Enterprise's goals, strategies, and priorities are clearly communicated	Leadership and Communication
3	I understand my specific role and job responsibilities, and how my work fits into the big picture	Leadership and Communication
4	I have influence in decisions that other people make that impact me	Performance Enablement
5	I am held accountable for my decisions and actions	Performance Management
6	Others are held accountable for their decisions and actions	Performance Management
7	There is timely and accurate communications of information that impacts me	Leadership and Communication
8	We all work together with all members doing their part	Teamwork
9	Co-workers meet commitments they have made to me	Teamwork
10	Customer can rely on DAS to deliver outstanding quality, service, and value	Pride & Commitment
11	Disagreements are dealt with directly and fairly	Performance Management
12	I am proud to work for DAS	Pride & Commitment
13	People are recognized and appreciated for jobs/work well done.	Rewards and Recognition
14	Feedback from your supervisor is clear and specific, not judgmental or vindictive	Performance Management
15	GSE is committed to delivering outstanding Customer Service	Pride & Commitment
16	My overall level of satisfaction with the DAS work environment	Pride & Commitment
17	I received the appropriate training to accomplish my assigned task.	Performance Enablement
18	I received the proper tools and equipment to get my job done correctly	Performance Enablement

Constructs proposed for the survey were identified based upon earlier survey work done, primarily, for the AC Nielsen Company. The constructs represent general characteristics of employment against which the survey questions are intended to illuminate. Data in this report are reported within these construct measures. Table 4 sorts survey questions into these constructing groupings.

Table 4. Survey Questions Organized by Construct

Statement #	Survey Statement	Construct
1	DAS goals, strategies, and priorities are clearly communicated	Leadership and Communication
2	My Enterprise's goals, strategies, and priorities are clearly communicated	Leadership and Communication
3	I understand my specific role and job responsibilities, and how my work fits into the big picture	Leadership and Communication
7	There is timely and accurate communications of information that impacts me	Leadership and Communication
4	I have influence in decisions that other people make that impact me	Performance Enablement
17	I received the appropriate training to accomplish my assigned task.	Performance Enablement
18	I received the proper tools and equipment to get my job done correctly	Performance Enablement
5	I am held accountable for my decisions and actions	Performance Management
6	Others are held accountable for their decisions and actions	Performance Management
11	Disagreements are dealt with directly and fairly	Performance Management
14	Feedback from your supervisor is clear and specific, not judgmental or vindictive	Performance Management
10	Customer can rely on DAS to deliver outstanding quality, service, and value	Pride & Commitment
12	I am proud to work for DAS	Pride & Commitment
15	GSE is committed to delivering outstanding Customer Service	Pride & Commitment
16	My overall level of satisfaction with the DAS work environment	Pride & Commitment
13	People are recognized and appreciated for jobs/work well done.	Rewards and Recognition
8	We all work together with all members doing their part	Teamwork
9	Co-workers meet commitments they have made to me	Teamwork

Table 5 provides average scores and differences for each of the 18 questions and the importance/satisfaction responses and orders them in magnitude of difference. Teamwork, customer service, and communication appear to be among the areas of greatest differences between satisfaction of performance and importance. Similarly, accountability, supervisory feedback and pride appear to be those areas of greatest agreement between performance and levels of importance.

Table 6 provides average scores and standard deviations for each of the 18 questions and the importance/satisfaction responses. A few interesting insights exist from this analysis of averages:

- Questions Q1-Q18 in the table, which ask about the importance of each item, all received average scores of 5 or greater on a scale of 1 to 6. In contrast, questions QA1-QA18, which ask about the respondent's satisfaction with each item, all received average scores ranging from 3.5-4.6.
- Standard deviations (the spread of scores around the average score for each item) for the same sets of questions yield "importance" values hovering around 1, and "satisfaction" values hovering in the range of 1.3 to 1.6. There is a greater dispersion of scores in the satisfaction ratings and relatively more consensus for the importance of each item.

Table 7 groups the individual question scores by construct, deviates the satisfaction score from the importance score and then averages this for the number of questions in each construct. The reported value in Table 7 represents the divergence of opinion between staff satisfaction and how important they believe an item to be. A value of 0 would indicate that staff are satisfied with the way in which the Department is managing a construct. Positive values indicate that staff are less satisfied with a workplace construct which has relatively more importance to them. Negative values indicate that staff are relatively satisfied with a construct that is less important to them. Mean values in this table appear to be very equivalent across constructs.

Table 5. Survey Question Means and Differences

Q#	Survey Statement	Construct	Importance Mean	Satisfaction Mean	Diff
8	We all work together with all members doing their part	Teamwork	5.26	3.64	1.62
7	There is timely and accurate communications of information that impacts me	Leadership and Communication	5.20	3.59	1.61
10	Customer can rely on DAS to deliver outstanding quality, service, and value	Pride & Commitment	5.45	3.94	1.51
6	Others are held accountable for their decisions and actions	Performance Management	5.14	3.65	1.49
11	Disagreements are dealt with directly and fairly	Performance Management	5.11	3.70	1.41
1	DAS goals, strategies, and priorities are clearly communicated	Leadership and Communication	5.02	3.63	1.39
13	People are recognized and appreciated for jobs/work well done.	Rewards and Recognition	5.19	3.82	1.37
4	I have influence in decisions that other people make that impact me	Performance Enablement	5.00	3.63	1.37
17	I received the appropriate training to accomplish my assigned task.	Performance Enablement	5.38	4.06	1.32
16	My overall level of satisfaction with the DAS work environment	Pride & Commitment	5.19	3.89	1.30
18	I received the proper tools and equipment to get my job done correctly	Performance Enablement	5.37	4.09	1.28
15	GSE is committed to delivering outstanding Customer Service	Pride & Commitment	5.39	4.13	1.26
2	My Enterprise's goals, strategies, and priorities are clearly communicated	Leadership and Communication	5.14	3.96	1.18
3	I understand my specific role and job responsibilities, and how my work fits into the big picture	Leadership and Communication	5.44	4.33	1.11
9	Co-workers meet commitments they have made to me	Teamwork	5.20	4.13	1.07
12	I am proud to work for DAS	Pride & Commitment	5.27	4.40	0.87
14	Feedback from your supervisor is clear and specific, not judgmental or vindictive	Performance Management	5.46	4.64	0.82
5	I am held accountable for my decisions and actions	Performance Management	5.25	4.67	0.58

Table 6. Questions, Mean and Standard Deviation

Question	N	Mean	Std Dev
Q1	128	5.02	1.09
Q2	121	5.14	0.96
Q3	129	5.44	0.86
Q4	131	5.00	1.28
Q5	131	5.25	0.90
Q6	128	5.14	1.04
Q7	126	5.20	1.01
Q8	130	5.26	1.00
Q9	129	5.20	0.95
Q1	128	5.46	0.83
Q11	126	5.11	1.16
Q12	128	5.27	1.00
Q13	128	5.19	0.92
Q14	128	5.46	0.84
Q15	123	5.39	0.88
Q16	126	5.19	0.91
Q17	128	5.38	0.84
Q18	128	5.37	0.90
QA1	121	3.63	1.40
QA2	115	3.96	1.43
QA3	121	4.33	1.59
QA4	124	3.63	1.47
QA5	125	4.67	1.42
QA6	121	3.65	1.48
QA7	121	3.59	1.40
QA8	125	3.64	1.45
QA9	123	4.13	1.36
QA10	122	3.94	1.33
QA11	124	3.70	1.50
QA12	125	4.40	1.46
QA13	123	3.82	1.54
QA14	123	4.64	1.61
QA15	116	4.13	1.31
QA16	123	3.89	1.51
QA17	124	4.06	1.51
QA18	126	4.09	1.46

Responses to questions asking the importance of an item.

Responses to questions asking the satisfaction with an item.

Note: “Q” questions denote each of the 18 questions across the dimension “how important is this to you”. “QA” questions denote each of the 18 questions across the dimension “how satisfied are you”. Mean and standard deviations in the table are truncated at 2 decimal points.

Table 7. The Importance of Each Construct Deviated from its Satisfaction Rating: Average Construct Deviation

Variable	N	Mean	Std Dev	Min	Maximum
Leadership & Commun.	104	1.38	1.41	-0.75	5.00
Performance Enablement	122	1.37	1.52	-3.00	5.00
Performance Management	115	1.11	1.36	-2.50	5.00
Pride & Commitment	111	1.27	1.28	-2.75	5.00
Teamwork	121	1.36	1.41	-1.50	5.00
Rewards & Recognition	122	1.37	1.75	-2.00	5.00
Overall Satisfaction	122	1.32	1.69	-3.00	5.00

The histograms in Appendix A take each of the construct deviations, as described above, and plot their distribution to provide a more complete picture of how the DAS workforce, in whole, responded to the survey. Again, values around zero indicate that employees are generally satisfied with the way the department is managing each construct, negative values indicate more satisfaction with less important constructs, and positive values indicate less satisfaction with constructs they believe are relatively more important. In a nutshell, constructs with positive values on this scale represent opportunities for improvement in the agency. Constructs with negative values on the scale may represent areas where an over-allocation of resources or attention has been placed.

Findings: Survey Outcomes

As might be expected, DAS employees have greater consensus around the importance of survey items as compared to how well satisfied they are with those same items. A few interesting insights exist from this analysis of averages:

- Questions Q1-Q18 in the Table 4, which ask about the importance of each item, all received average scores of 5 or greater on a scale of 1 to 6. In contrast, questions QA1-QA18, which ask about the respondent's satisfaction with each item, all received average scores ranging from 3.5-4.6.
- Standard deviations (the spread of scores around the average score for each item) for the same sets of questions yield "importance" values hovering around 1, and "satisfaction" values hovering in the range of 1.3 to 1.6. There is a greater dispersion of scores in the satisfaction ratings and relatively more consensus for the importance of each item.

Reported average deviations in Table 7 show little difference between each of the 6 constructs and the overall satisfaction measure. The values reported in this table are indexes that indicate improvement opportunities for larger, positive values (construct is important but employees are not as satisfied as they would like to be with DAS performance). These values range from 1.12 (Performance Management) to 1.38 (Leadership and Communication). Standard deviations reported (average dispersion of responses around the mean) are also within a small range (1.29 to 1.75). A slightly different picture materializes when examining the range for each construct. In Leadership and Communications, for example, the range of average deviations for this construct runs from -0.75 to 5.0. The mode deviation for this construct is 0 (30%) (See Appendix A), with the clear majority of responses greater than 0. Approximately 20% of the responses on this construct are above 3.2. Similarly, for Rewards and

Recognition, while the mode deviation for this construct is 0 (slightly greater than 30% of responses), about 25% of the average deviations reported are 3.0 and above. Performance Enablement appears to have about 20% of its responses at 3.0 or higher. These three categories appear to be where DAS could make the greatest impact, in the opinion of staff, in improving workplace satisfaction.

Enterprise-level data indicates a clear pattern of employee satisfaction/dissatisfaction with the working environment in DAS. ITE staff consistently score average deviations greater than other enterprises across all constructs. Similarly, DAS Core and SAE staff almost uniformly score average deviations less than other enterprises across all constructs.

No analysis has been conducted on the handwritten responses to the survey. An additional effort to categorize and analyze written responses may yield some insight to the data-based analysis contained in this report.

Findings: Survey Design and Analysis Concerns

Response to the DAS survey is low. As a point of recent comparison, the Department of Natural Resources (DNR) conducted a survey in early 2003 and obtained a response rate of 87%. The DNR survey may have gotten a larger response for several reasons:

- 1) Shorter survey – 12 questions as compared to 40 questions in the DAS survey.
- 2) Distribution – With help from the Department of Personnel (IDOP, now HRE), the DNR survey was both web-based and paper-based, allowing for more flexibility in the collection of responses. The DAS survey was paper-based only.
- 3) Collection – IDOP served as the external collection point of the DNR survey. This may have provided DNR employees with assurances that responses would be kept confidential, and improving the response rate. The DAS survey was collected internally.
- 4) Confidentiality – Beyond using IDOP as the collection point, assurances were provided to staff at DNR that responses would be confidential and that DNR management would not have access to individual responses attributed to employees. While the DAS survey provided similar assurance, the internal collection point for the survey may have been counteracted the statement.

Work unit coding doesn't follow the DAS organizational structure. The 14 organizational work units identified did not clearly accommodate each staff member in DAS. No clear work unit options were provided for staff working in the chief operating officers' areas in each enterprise or for staff associated with I3. This fact may have discouraged these individuals from responding to the survey. Additionally, during data entry, several surveys attributed to staff working in the DAS Core group mentioned issues relating to cleaning supplies and vacuum cleaners. As a result, there may exist some confusion among staff regarding just which work unit they are members of.

Workplace characteristics or constructs may not be valid. The grouping of survey questions into the constructs identified may not provide a valid picture of the DAS work environment. Ideally, an existing, field-tested survey which has had constructs validated would be used for the survey instrument. Alternatively, a survey development process could be used to identify the workplace constructs of interest first, develop a series of questions which potentially illuminate the constructs, pilot test the survey to validate constructs, and then use this fine-tuned survey for the instrument to collect measurements from the employee population.

Reporting of average scores for the survey results may be misleading. The 6-point Likert scale used in this survey instrument forces the respondent to categorize the response into discrete numeric categories. Respondents are not given the option to score an item at 5.5 for example, even though their

personal feelings on any item may actually lie between 5 and 6. Reporting average response score may be misleading because it promotes a level of precision not existing in the data. However, averages are reported here as a convention with the likely effect of drawing more dramatic distinctions between items on the survey.

A typographical error in question 15 may lead to difficulty in interpreting these results of this question and the construct to which it contributes. Question 15 is worded “GSE is committed to delivering outstanding Customer Service”. It is unclear whether employees responded to the question as worded, thereby rating GSE customer service, or whether they read “GSE” and mentally inserted “DAS” in the question and responded accordingly. The explanation preceding the series of 18 questions in the survey asks respondents to “rate the current work environment in GSE”. Impact of these typographical errors is uncertain.

Attachment 1: The Survey (as cut and pasted from the February, 2004 DAS newsletter)

First Annual DAS Employee Survey

We want your opinion and feedback about what is important in your workplace. Please take your time in answering, as your responses are important and will be used to determine areas for improvements within DAS. **Your responses will remain anonymous and confidential.**

If you have questions about this survey, please contact Patti Allen at 281-7056 or e-mail Patti.Allen@iowa.gov. We appreciate the work done by Debbie O'Leary and the GSE team in developing the survey questions and format.

Please mail both pages of your completed survey by February 13 to Customer Service, Attention SURVEY in the Hoover Building, A Level, Local Mail. Your participation and prompt response are appreciated.

1. Please tell us where you work by marking your division.

- | | |
|--|--|
| <input type="checkbox"/> GSE – Capitol Complex Maintenance | <input type="checkbox"/> ITE – Infrastructure Services |
| <input type="checkbox"/> GSE – Design and Construction | <input type="checkbox"/> ITE – Planning & Admin |
| <input type="checkbox"/> GSE – Fleet | <input type="checkbox"/> HRE – Employee Benefits |
| <input type="checkbox"/> GSE – Mail | <input type="checkbox"/> HRE – Employment & Training |
| <input type="checkbox"/> GSE – Printing | <input type="checkbox"/> HRE – Labor Relations |
| <input type="checkbox"/> GSE – Purch./Cust. Service/Fed. Surplus | <input type="checkbox"/> SAE – All staff |
| <input type="checkbox"/> ITE – Application Dev./Digital Gov. | <input type="checkbox"/> DAS Core – All staff |

2. If you wish, use this space to acknowledge a DAS employee(s) for providing excellent Customer Service.

3. If you have one, describe a specific complaint you want DAS to address.

4. Please add any overall comments about the DAS work environment and your satisfaction level.

First Annual DAS Employee Survey

Please rate each item for both “how important” this is to and “how satisfied” you are with the current work environment.

SURVEY STATEMENTS	HOW IMPORTANT IS THIS TO YOU?						HOW SATISFIED ARE YOU?					
	VERY			NOT AT ALL			VERY			NOT AT ALL		
1. DAS goals, strategies, and priorities are clearly communicated.	6	5	4	3	2	1	6	5	4	3	2	1
2. My Enterprise’s goals, strategies, and priorities are clearly communicated.	6	5	4	3	2	1	6	5	4	3	2	1
3. I understand my specific role and job responsibilities, and how my work fits into the big picture.	6	5	4	3	2	1	6	5	4	3	2	1
4. I have influence in decisions that other people make that impact me.	6	5	4	3	2	1	6	5	4	3	2	1
5. I am held accountable for my decisions and actions.	6	5	4	3	2	1	6	5	4	3	2	1
6. Others are held accountable for their decisions and actions.	6	5	4	3	2	1	6	5	4	3	2	1
7. There is timely and accurate communications of information that impacts me.	6	5	4	3	2	1	6	5	4	3	2	1
8. We all work together with all members doing their part.	6	5	4	3	2	1	6	5	4	3	2	1
9. Co-workers meet commitments they have made to me.	6	5	4	3	2	1	6	5	4	3	2	1
10. Customer can rely on DAS to deliver outstanding quality, service, and value.	6	5	4	3	2	1	6	5	4	3	2	1
11. Disagreements are dealt with directly and fairly.	6	5	4	3	2	1	6	5	4	3	2	1
12. I am proud to work for DAS.	6	5	4	3	2	1	6	5	4	3	2	1
13. People are recognized and appreciated for jobs/work well done.	6	5	4	3	2	1	6	5	4	3	2	1
14. Feedback from your supervisor is clear and specific, not judgmental or vindictive.	6	5	4	3	2	1	6	5	4	3	2	1
15. GSE is committed to delivering outstanding Customer Service.	6	5	4	3	2	1	6	5	4	3	2	1
16. My overall level of satisfaction with the DAS work environment.	6	5	4	3	2	1	6	5	4	3	2	1
17. I received the appropriate training to accomplish my assigned task.	6	5	4	3	2	1	6	5	4	3	2	1
18. I received the proper tools and equipment to get my job done correctly.	6	5	4	3	2	1	6	5	4	3	2	1